



MEMORANDUM
OFFICE OF THE
COUNTY EXECUTIVE OFFICER
COUNTY OF PLACER

To: Honorable Board of Supervisors
From: Holly L. Heinzen, Chief Assistant County Executive Officer
Date: September 15, 2015
Subject: Realignment of Human Resource Functions

Recommendation

1. Overview of the proposed reorganization of Personnel and County Executive Office employment related functions into a single department that would be responsible for delivery of comprehensive human resource services in Placer County;
2. Introduction of an ordinance to implement changes in the organization structure and creating the office of Director of Human Resources;
3. Approve the unclassified job specification for the Director of Human Resources and introduction of an un-codified ordinance amending the schedule of classifications and salary grades setting the salary for the position.

Background

A high performing work force is fundamental to delivering high quality, efficient services to our residents. Over the last 18 months an effort has been undertaken to evaluate the human resource functions currently shared between the County Executive Office (CEO) and the Personnel Department to develop a model that provides a more cohesive, responsive approach for delivery of services. The initiative was undertaken to provide County leaders with recommendations for organization and structural options that reflect a blending of local requirements including Civil Service Commission authorities and responsibilities with industry best practices.

The CEO Risk Management Division oversees workers compensation programs, elements of leave management, employee safety programs, training and organizational development. The Personnel Department, under the authority of the Civil Service Commission, is responsible for management of the classified service including recruitment and classification, retention and disciplinary appeals, consistent with the County Code, as well as employee benefit programs, performance management programs, elements of leave management and employee relations.

The 1962 enabling ordinance created the Civil Service Commission and exists in substantially the same form that is in place today. This model places the appointment of the Personnel Director under the Civil Service Commission in the classified service with full civil service protections, unlike any other department head in the County. The Personnel Director is accountable to the Commission as their appointee although many existing functions and responsibilities extend beyond their statutory responsibilities and authority.

Since the 1962 ordinance was enacted new labor relations laws and other protections related to family medical leaves, class protections and wage and civil rights laws, have been implemented or applied to public employees. The complexities of labor law, a multi-tiered retirement system and other benefit programs represent an increasing demand within public agencies to appropriately apply and implement these protections. Not only are the needs of the public agency different than existed 50 years ago, but employee needs differ as well. As a service organization, employee related costs are a primary component of County expenditures and deferred liabilities necessitating a high degree of oversight and accountability. This complex and evolving framework requires a responsive system that prioritizes the changing needs of the County and its workforce. The argument for developing an integrated human resources department to meet this need is compelling.

A steering committee was convened to oversee this effort that included representatives from the County Executive Office, the Personnel Department, County Counsel and the County Auditor Controller to assist in development of a scope of work to secure outside expertise in human resources. The Committee was tasked with assessing the existing organizational structure and functions, reviewing and commenting on work products and recommendations and assessing viability of options. The Steering Committee unanimously supports the consolidation of human resource functions into a single department as outlined below. A summary of the initial consultant evaluation and recommendations is attached (Attachment 1).

Issue

In order to modernize the organizational structure and create greater efficiencies, the realignment of duties and responsibilities would include merging human resource functions of the Personnel Department and the County Executive Office into a new Department of Human Resources. A Human Resources Director position reporting to the County Executive Officer would be created with a dual responsibility for administration of the department and support to the Civil Service Commission. A significant change to current operations is that department head would no longer be a classified position appointed by the Civil Service Commission, but instead would become an at-will employee, consistent with all other appointed department heads in the county. Most, if not all counties in California, employ this or similar models where the Human Resource Director reports to the County Manager.

In addition, the recommendations include development of a Strategic Plan for the new department and as well as development of a Technology Master Plan to guide the role of information systems to help ensure the efficient delivery of human resource services. The technology plan would provide a platform for maximizing the use of technology for transactional processes, integrate data needs, monitoring and reporting responsibilities to enhance efficiencies using a more comprehensive approach. The Director of Human Resources would be responsible for leading and implementing the strategic plan which will identify departmental goals and initiatives and prioritize work efforts. The process as outlined would include significant stakeholder and staff involvement in the process and in developing the new department.

Programs and functions identified in initial studies to be included in the new department include workers compensation, safety, organizational development, training, succession planning, leave management and performance management. A priority for the HR Director will be building and finalizing elements of the organizational structure as informed by the strategic plan process.

Discussion

The Committee and County staff have worked over the last year with members of the Civil Service Commission to address concerns they may have. The focus has been on developing a model that maintains the independence of the Commission and preserves Commission authorities consistent with County ordinances. The County Executive Office met with the full Commission on four occasions to provide updates and receive feedback. The Commissioners have been diligent in developing their understanding of how the new organizational model may work and in ensuring that the independence of the Commission would remain intact. They have been deliberative and thoughtful in addressing the issues before them.

The Civil Service Commission met on August 27 to consider the proposed consolidation including authorization for the Chairman to enter into Memorandum of Understanding (MOU) that would be entered into between the County Executive Officer and the Civil Service Commission. Discussions centered on maintaining the independence of the Commission and ensuring resources to carry out the work of the Commission. Counsel for the Commission and staff were clear that the process for appointment by the Board of Supervisors, the four year term to which Commissioners are appointed and the fact that Commissioners could only be removed for cause remains in place and supports independence in decision making. Existing authorities related to rule making for the classified service further ensures the independence of the Commission.

To address Commission concerns an MOU was drafted that outlines agreement on implementation of the organizational changes. The MOU clarifies and explains the administrative relationship of the human resources director to the County Executive Officer and the Civil Service Commission, the continued role of the Commission in the selection process, performance evaluation and, if necessary, removal of the director, should the Board of Supervisors decide to move forward with a revised structure. The MOU also includes commitments that address staffing and technical resources.

Some commissioners also raised questions regarding the implications of ballot initiatives in 1996 that sought to fundamentally change the authority, roles and functions of the Commission. These measures (Measures A, B, C and D) effectively proposed dismantling the civil service system. Approval of these measures would have resulted in removal of both the jurisdiction and the independent role of the civil service commission in the County's personnel system. Measure D, of specific concern, proposed changing the reporting relationship of the Personnel Director from the Civil Service Commission to the County Executive Officer. With approval of these measures, the commission would have retained authority only for employee discipline, appeals and grievances. These four measures were rejected by the electorate. Attorneys for both the county and the commission indicated that these ballot measures would not apply in this case, and that this action does not require a vote of the people to be implemented. More importantly, although a successful ballot measure can be said to express the intent of the electorate, an unsuccessful ballot measure has no such legal significance. There is no legal impediment to the Board's adoption of the proposed ordinance without submitting the proposal to the electorate.

The commissioners unanimously voted to move forward with the proposed organizational structure, support the memorandum of understanding with the CEO and authorized the Chairman to sign the agreement upon approval of the revised ordinances by the Board of Supervisors.

With the approval of this Board to move forward with a Human Resources Department, strategic planning efforts would be resumed under the leadership of the Human Resources Director. The ultimate departmental structure would be predicated on strategic plan priorities, best business practices and core functional improvements identified through the strategic plan process and integrated into departmental administration and operations.

Conclusion

With this model, County departments would have a broader array of resources and tools within the same Department for managing the workforce including training, organizational development, performance management and leave functions, and processing of other administrative matters that are currently split between the CEO offices and the Personnel Department. The role and independent authority of the Civil Service Commission consistent with the Civil Service Enabling Ordinance and the tenants of a merit based system would continue under the revised organizational model. In addition, departments would benefit from steady and consistent guidance regarding sometimes complicated employee-related matters; an increased contribution of Human Resources/Personnel to performance management and organizational effectiveness. It is anticipated that the HR Department would add greater value to the County organization as a whole; improve administrative functions; and closer align primary County cost drivers with County financial management and administration.

Fiscal Impact

Based on external market comparisons for similar positions in this area and internal departmental comparisons, staff recommends setting the salary for the Director of Human Resources at a range of \$142,626 to \$173,306 annually. This salary is roughly equivalent to the HR Director salary in Eldorado County (\$143,146-173,971), below the salary ranges identified for Sonoma, Napa and Solano Counties (\$182,331; \$184,392 and \$177,798 at the maximum; respectively) and above the Nevada County HR Director Salary (\$110,268-134,615).

The vacancy of an existing position will be maintained that largely offsets the cost of the Human Resources Director. Should there be any additional costs associated with the position they will be absorbed in existing appropriations. There will be no staff reductions of currently filled positions as a result of these changes.

It should be noted that one time funding has also been set aside within the recommended FY 2015-16 Final Budget for countywide systems improvements related to departmental reorganizations and implementation of best practices. These funds would be available through the transition as other incidental costs may arise. While the specific objective of this effort was not focused on cost savings, it is anticipated that combining resources in a single department will result in streamlined administration and operations, reducing overlap in functions that currently exist, more strategic allocation of resources, leveraging of employee resources through performance management and improved services to employees and county residents.

- Attachment 1 - Organizational Analysis of Human Resource Functions - Summary
- Attachment 2 - Proposed Ordinance
- Attachment 3 - Memorandum of Understanding
- Attachment 4 - Director of Human Resources Unclassified Job Specification
- Attachment 5 - Ordinance creating the office of Human Resources

Organizational Analysis of Human Resource Functions

1) Background

The Mejorado Group was retained to evaluate human resource functions currently shared between Risk Management in the County Executive Office and the Personnel Department in Placer County. The purpose of the review was to design a model that would enhance organizational effectiveness and maximize resources for:

- Administration of programs necessary to attract, develop and retain the most qualified employees in support of the agency's overall mission;
- Management of programs to ensure consistency and adherence to local, state and/or federal policies, procedures and regulations; and
- Administration of human resource programs that provide for effective management of employee related costs.

The consulting team evaluated organizational and structural options and developed a range of recommendations that reflect an integration of local requirements including Civil Service Commission authorities and responsibilities with industry best practices. Most significantly, a consolidation of human resources functions into a single department to comprehensively and strategically manage labor resources was recommended. The following summarizes the approach, findings and other recommendations of that work.

2) Approach

The County Executive Office convened a working group to guide the scope of work and provide input to the process and review and comment on findings and recommendations. The Working Group includes representatives from the Personnel Department, the County Executive Office, the County Auditor Controller and County Counsel.

Through a series of individual interviews, focus groups; and evaluation and comparison with Human Resource functions and organizations in similar jurisdictions, the study identified a number of findings that provide the basis for recommendations and associated implementation plan included in the Report.

3) Findings

The existing organizational framework and systems for delivering services consist of multiple functions and responsibilities that are administered through separate County departments; each has strength and expertise that are focused on specific functions in the system that overlap and cross departmental lines. The approach to implementation of programs and systems to meet goals and objectives needs to be better aligned.

- Goals and objectives in these departments are developed and implemented under separate leadership and are not always consistent with one another in terms of priority or approach;

- Lines of communication are not clear and there is:
 - Conflicting direction and guidance which creates a protracted decision making process;
 - That the current process for pursuing employee discipline appears overly complex; and
- The departments differ in terms of operational style and cultural perspective.

These factors along with the many overlapping interests result in the need to improve clarity of roles and responsibilities and to develop a cohesive strategy for administering Human Resource functions and policies.

4) Recommendations

Human Resource functions currently in the County Executive Office and in the Personnel Department should be consolidated to become a Human Resource Department. The role of the Civil Service Commission Civil Service would remain in place. The HR Department would include expanded responsibilities and assume a larger role in the organization. Seven key functions would be consolidated including:

- Human Resource Planning
- Equal Employment Opportunity
- Staffing and Recruitment
- Human Resource Development
- Leave Management
- Compensation and Benefits
- Health and Wellness

In addition, the recommendations included development of a Strategic Plan for the new department and development of a Technology Master Plan to guide the role of information systems to help ensure the efficient delivery of human resource services

The study recommends creation of a new position of Human Resources Director that would be responsible for integration of a range of programs and functions critical to an effective and efficient Human Resources Department.

- The Director would be responsible for development of a technology plan to further implementation of Human Resources technology that integrates data needs, monitoring and reporting responsibilities to enhance efficiencies using a more comprehensive approach.
- This position would report directly to the County Executive Officer.

5) An overall system view within a single department would provide a foundation for integrated service delivery and leveraging of existing resources.

The HR Director would be charged with creating a strategic plan for implementing the recommended organizational structure which will increase organizational effectiveness and improve outcomes. Anticipated outcomes of the consolidated departmental structure would result in:

- Closer alignment of material County cost drivers with County financial management and administration
- Consistent guidance regarding sometimes complicated employee-related matters;
- An Increased contribution of Human Resources/Personnel to organizational effectiveness and add greater value to the County organization as a whole;
- Provide broader advisory and consultative services to departments;
- Improve human resource administrative functions;
- HR becomes a strategic business partner with the County;
- The Department would have greater ability to direct resources and connect all/most aspects of HR functions to develop an optimized workforce.

6) Implementation

The steering committee would remain in place to guide implementation in the context of practical application of day to day operations and to ensure details are addressed as the transition occurs.

The Human Resources Director would be responsible for transitioning the organization and implementing agreed upon recommendations.

Before the Board of Supervisors County of Placer, State of California

In the matter of: An ordinance amending the un-
codified Schedule of Classifications and Salary
Grades for Classified & Unclassified Services
Ordinance

Ord. No: _____

First Reading: _____

The following Ordinance was duly passed by the Board of Supervisors of the County of
Placer at a regular meeting held _____ by the following
vote on roll call:

Ayes:

Noes:

Absent:

Signed and approved by me after its passage.

Chair, Board of Supervisors

Attest:

Clerk of said Board

The Board of Supervisors of the County of Placer, State of California, does hereby
ordain as follows:

(Additions to ordinance shown in bold and underlined, deletions shown with strike-through)

Section 1. That the un-codified Schedule of Classifications and Salary Grades for Classified & Unclassified Services Ordinance is hereby amended and shall read as follows:

JOB CODE	CLASSIFICATION TITLE	SALARY PLAN – APPENDIX	GRADE
11758	<u>Director of Human Resources</u>	ADHD	<u>667</u>

Section 2. That this ordinance shall be effective the first of the pay period following adoption.

Section 3. That this ordinance is adopted as an un-codified ordinance.

Memorandum of Understanding
Between The Placer County Executive Officer
And The Placer County Civil Service Commission
Reorganization of County Personnel and Human Resources Functions

This Agreement is entered into by and between the Placer County Executive Officer ("CEO") and the Placer County Civil Service Commission ("Commission") as of _____2015.

RECITALS:

A. The County of Placer is proposing to realign certain duties and responsibilities within county government by creating a Department of Human Resources with a Director of Human Resources ("Director") that will serve as an unclassified, at will employee appointed by the CEO with dual responsibility to the Commission and the CEO as delineated below

B. The most efficient realignment of duties and responsibilities will include merging the Personnel Department into the Department of Human Resources and eliminating the current position of personnel director in order to provide a single chain of command within the Human Resources Department under the newly created position of the Director.

C. Section 3.08.060 of the County Code currently provides that the personnel director is appointed by the Commission with the approval of the Board of Supervisors. The code further provides that the personnel director serves as the executive secretary to the Commission and shall perform and discharge, under the direction and control of the Commission, the powers, duties, purposes, functions and jurisdiction vested in the Commission and delegated to him/her by it. In addition, the personnel director is a member of the classified service.

D. In order to create the Department of Human Resources as envisioned, it will be necessary to amend Section 3.08.060 and other provisions of the code. Through this agreement the parties wish to further define the dual responsibilities of the Director to the Commission and to the CEO, to maintain the independence of the Director in performing his/her duties for the Commission and to define the role of the Commission in the hiring and performance review of the Director including any recommendation for separation of the Director's employment.

NOW THEREFORE, the parties hereby agree as follows:

1. The parties agree upon the necessity of retaining an independent Commission. The Commission shall remain independent from the CEO and the Director shall be expected to carry out his/her duties for the Commission independently from the CEO. In addition to other duties as assigned, the Director shall serve as the executive secretary to the Commission and shall be responsible for carrying out the directives of the Commission in performing the Commission's duties set forth in the County code. In fulfilling these duties, the Director shall coordinate with and receive direction from the Commission, not the CEO. The Director shall receive direction from the Commission in those areas of human resource administration established under the County Code as the exclusive responsibility of the Commission. Direction will be given by the CEO for those human resource functions which are not the exclusive responsibility of the Commission. This position is distinguished from other department head classifications by virtue of its responsibility for the administration of the total countywide human resource system.

2. It is agreed that the CEO shall be responsible for appointing, reviewing and discharging the at-will position of the Director. However, both parties acknowledge that performance standards for the Director must be maintained. An ineffective Director limits the ability of the Commission to carry out its duties under the civil service system and under the code. The parties agree that:

- a) The Commission needs to participate and comment on the appointment and performance evaluation of the HR Director. The CEO agrees that the Commission must participate in this process and that the recommendations of the Commission will be strongly considered by the CEO.
- b) On at least an annual basis the Director's performance will be reviewed by the CEO after consultation with the Commission. As a part of that review the Commission agrees to provide timely comments on their evaluation of the performance of the Director. As part of that review both the CEO and the Commission will set goals and objectives for the Director.
- c) If in the opinion of the Commission, performance of the Director falls below acceptable standards, the Commission may request action to discharge the Director. The CEO agrees to consider that request and take appropriate action. Such action will be consistent with the County rules and processes after investigation by the County Executive Office, which shall include conferring with the Commission prior to discharge of said employee.
- d) In confirming with the Board of Supervisors in the hiring or discharge of the Director pursuant to County rules and ordinance, the CEO shall report on the consultation with the Commission.

3. The parties agree that an independent Commission serves the best interests of the County and in order to retain this independence, the CEO agrees to use his/her best efforts to continue to insure that the Commission is provided with the personnel and resources it requires to perform its duties, including its administrative, investigatory and hearing responsibilities as set forth in the Placer County Code.

In WITNESS WHEREOF, the parties have executed this agreement on the date first above written.

Placer County Executive Officer

Placer County Civil Service Commission

By: _____
David Boesch, CEO

By: _____
Don Nelson, Chairman



Placer County Department of Human
Resources

Director of Human Resources

Salary (\$142,625.60 – \$173,305.60
annually)

DEFINITION

The incumbent in this classification plans, organizes, and directs a comprehensive human resource department for Placer County and provides highly responsible and complex administrative support to the County Executive Officer, the Board of Supervisors and the County Civil Service Commission. Under policy direction of the County Executive Officer to plan, organize, direct and review the activities and operations of the County's human resources services including program development and implementation of performance management; health and employment benefits, deferred compensation, classification, compensation; labor relations, talent acquisition, succession planning, safety and organizational development.

DISTINGUISHING CHARACTERISTICS

This is a single position class that serves as the department head for administration of human resource functions that is appointed by and serves at the will of the County Executive Officer. The position receives direction from the Civil Service Commission in those areas of human resource administration set forth in the Civil Service Enabling Ordinance or the Placer County Code.

SUPERVISION RECEIVED AND EXERCISED

Receives policy direction from the County Executive Officer, the Board of Supervisors and the Civil Service Commission in carrying out the statutory authorities of the Commission including classification, grievance and disciplinary hearings and acts as manager of the Civil Service in support of the Commission. Exercises direct supervision over assigned supervisory, professional, technical and clerical staff.

EXAMPLES OF ESSENTIAL DUTIES

Duties may include, but are not limited to, the following:

- Direct and evaluate the County's human resources administration activities including the oversight of talent acquisition and retention; maintenance of the County's job classification plan including the unclassified service; succession planning; administration of the County's Equal Employment Opportunity program; management of the county's employee relations program; performance management; development and coordination of the county's training and organizational development program; administration of the County's benefit program; salary and wage administration; management of the human resources information system; and human resources policy development.
- As Executive Secretary of the Civil Service Commission, directs preparation of the agenda for each Commission meeting; makes recommendations on matters coming before the Commission; attends Commission meetings; provides minutes of each Commission meeting and executes the policies adopted by the Commission.

- Confer with and provide professional assistance to County management on personnel matters.
- Coordinate department activities with those of other departments and outside agencies and organizations; monitor legal, legislative and other developments related to personnel matters.
- Develop and direct implementation of goals, objectives, policies, procedures and performance standards for personnel administration within the County; participate in the development and implementation of organizational development programs.
- Direct, oversee and participate in the development of the department's work plan; assign work activities, projects and programs; assure adequate resources as necessary to meet the workload demands of the Civil Service Commission; monitor work flow; review and evaluate work products, methods and procedures.
- Supervise and participate in the development and administration of the Department budget; direct the forecast of funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures; implement mid-year adjustments.
- Select, train, motivate and evaluate personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures; maintain discipline and high standards necessary for the efficient and professional operation of the Department.
- Advise the County Executive Officer, Civil Service Commission and the Board of Supervisors on a broad range of human resources issues; represent the department to outside groups and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.
- Research and prepare technical and administrative reports and studies; prepare written correspondence as necessary.
- Build and maintain positive working relationships with co-workers, other County employees and the public using principles of good customer service.
- Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience: Ten years of increasingly responsible experience in public sector human resources administration, including four years of administrative and management responsibility at the senior or executive leadership role.

Training: Equivalent to a Bachelor's degree from an accredited college or university with major course work in business, public, or personnel administration or a related field. A bachelor's degree in a related field and equivalent years of experience may be substituted. A Masters in Human Resources, Business or Public Administration, Organizational Development or other related field preferred. Professional certification in Human Resources is desirable.

License or Certificate:

May need to possess a valid driver's license as required by the position. Proof of adequate vehicle insurance and medical clearance may also be required.

KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of:

- All aspects of human resource administration including appropriate methods, procedures and technical expertise.
- Public sector collective bargaining/negotiations process.
- Principles and practices of public human resources administration;
- Principles and practices of leadership, motivation, team building, and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations regarding human resource management, EEO/Affirmative Action and the collective bargaining process.
- Organizational and management practices as applied to the analysis and evaluation of programs, policies and operational needs.
- Principles and practices of organization, administration, talent acquisition and personnel management including principles and management of a civil service system.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Demonstrated experience implementing organization-wide change.
- Extensive experience with talent and leadership management.
- Strong consultative orientation.
- Effective team building skills.

Ability to:

- Supervise, train, and evaluate the work of professional, technical and clerical staff.
- Analyze and evaluate statistical data and reports related to human resource
- Interpret, apply, and explain County policies and state and federal legislation related to departmental services.
- Negotiate agreement between differing individuals and groups of individuals.
- Establish and evaluate policies, procedures and controls related to the County's employee and public services programs.
- Represent the County under diverse circumstances and prepare and deliver oral presentations to small and large groups.
- Effectively and persuasively communicate both orally and in writing.
- Make concise recommendations in objective consideration of legal and regulatory, as well as personal and organizational, factors.
- Ability to negotiate and manage dispute resolutions.
- Demonstrate high level of personal integrity and ethics.
- Exercise strong interpersonal skills and motivate others.
- Plan, direct and control the administration and operations of the Department.
- On a continuous basis, analyze budget and technical reports; interpret and evaluate staff reports; know, interpret and apply laws, regulations and codes; observe performance and evaluate staff; problem solve department related issues; remember various rules; and explain and interpret policy.
- On a continuous basis, sit at a desk and in meetings for long periods of time. Intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, and communicate through written means.
- Develop and implement department policies and procedures.
- Successfully develop, control and administer departmental budget and expenditures.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with those contacted in the course of work.

Before the Board of Supervisors
County of Placer, State of California

In the matter of: An ordinance amending
Placer County Code section 2.08.010 and
Article 3.08, regarding the creation of the
office of Director of Human Resources

Ordinance No.: _____

First Reading: _____

The following Ordinance was duly passed by the Board of Supervisors of the County of
Placer at a regular meeting held _____, by the following
vote on roll call:

Ayes:

Noes:

Absent:

Signed and approved by me after its passage.

Chairman, Board of Supervisors

Attest:
Clerk of said Board

Whereas, the human resources landscape has changed dramatically since the Placer
County department of personnel was originally created, dividing human resource
functions related to the unclassified and classified service between the executive office
and the personnel department;

Ordinance # _____

Whereas, in order to modernize this organizational structure and create greater efficiencies, Placer County human resource duties and responsibilities should be realigned to include merging the human resource functions of the personnel department and county executive office into a new Department of Human Resources, and replacing the current position of personnel director in order to provide a single chain of command within the new department;

Whereas, in making these ordinance changes, it is the intent of the Board to maintain the current duties and responsibilities of the Placer County Planning Commission and to maintain the independence of the commission as otherwise provided under applicable provisions of the County Charter, County Code, and the general laws of the State of California; and

Whereas, the changes put forth in this ordinance are jointly recommended by the County Executive Office, the Director of Personnel, and the Placer County Civil Service Commission;

Now, therefore, THE BOARD OF SUPERVISORS OF THE COUNTY OF PLACER, STATE OF CALIFORNIA, DOES HEREBY ORDAIN:

Section 1. Additions are shown in bold and underlined, deletions shown with strike-through.

Section 2. Section 2.08.010 of the Placer County Code is hereby amended as follows:

In addition to those officers specifically established by the Placer County Charter, these officers are created:

J. Director of personnel **human resources**.

Section 3. Section 3.08.060 of the Placer County Code is hereby amended as follows:

3.08.060 Director of **human resources** personnel.

A. **The director of human resources shall be a department head appointed by the county executive officer, subject to confirmation by the Board of Supervisors** With the approval of the board of supervisors, the commission shall appoint a director of personnel from an employment list resulting from competitive examinations. The director of personnel shall be in the classified service.

B. The director of ~~personnel~~ **human resources** shall act as executive secretary of the civil service commission and shall perform and discharge, under the direction and control of the commission, the powers, duties, purposes, functions and jurisdiction vested in the commission and delegated to him or her by it. The director of ~~personnel~~ **human resources** shall be responsible to the commission for carrying out all procedures in the administration of the classified personnel in conformity with the provisions of this article and the rules of the commission. The director of ~~personnel~~ **human resources** shall keep an official record of all actions taken by the commission and shall prepare or cause to be prepared an annual report that shall be amended or approved by the commission and submitted to the board of supervisors.

C. The director of human resources shall be in the unclassified service and serve at the pleasure of the county executive officer. The county executive officer shall consult with the civil service commission in the hiring, replacement and evaluation of the human resources director.

D. All references in county forms, documents, regulations, filings and other provisions of this county code to the terms "personnel director" or "director of personnel", or to the term "director" when context clearly indicates the term is meant to refer to the personnel director, shall now mean and be construed to mean "director of human resources".

Section 4. Section 3.08.070 of the Placer County Code is hereby amended as follows:

The civil service system of the county is divided into the unclassified and the classified service.

A. The unclassified service shall consist of:

11. All Department heads and appointing authorities, ~~other than the personnel director.~~

Section 5. Section 3.08.170 of the Placer County Code is hereby amended as follows:

The following words and terms used in these rules shall have the meaning indicated below unless the context clearly indicates otherwise. ...

"Appointing Authority"

~~Note: 1. Under Charter Section 302(a) and Section 3.08.060, the personnel director is appointed by the civil service commission. ...~~

"Director" means the ~~personnel director~~ **of human resources.**